

Abstracts

Co Verdaas and Gertjan Arts
Strategic planning: a state of the art

The word 'strategic planning' refers to a lot of opinions, ideas and methods. The roots of strategic planning are situated in the private sector. Strategic planning found its way to the non-profit and public sector as well, recently even to the local level. This article wants to survey strategic planning as a phenomenon and also give entrances in the great amount of literature on this topic. It will not present a panacea. For now there is mostly need to gain knowledge of the experiences from different organisations.

Johannes Crol
The importance of thinking strategic

This article describes the development of strategic management within companies in a historic perspective. The practical application of strategic management is explained as well as the importance of participation of not only the top of an organisation but also broader ranges of employees. By a practical

example the method is elucidated. A brief overview of the latest developments like scenarioplanning ends the article.

P.H.A.M. Kurstjens
Strategic policy development in the Dutch government

In this article, we define strategy as a guideline for action. Three questions, which together form the strategic triangle, must be answered in the development of strategy. The government and business differ in that it is harder for the government to work on strategic policy development in an open and democratic setting. To acquire a better understanding of strategic policy development in government, a description is first given of the different views on strategy, for example the role of think tanks (Advisory Council on Government Policy or the planning offices) in strategic development. These organisations, however, do not actually make strategic decisions themselves. That is why we also describe how strategic development is embedded in the various ministries.

We have drawn lessons from the above to develop an approach for strategic policy development in municipal organisations. Enforcing the strategic capacity of a municipality requires a tailored approach, for which a number of questions must be answered. In my opinion, politicians' roles (from the executive as well as parliament) in strategic policy development should be included on the research agenda, especially with respect to interactive policy development.

Gertjan Arts and Co Verdaas
Cities coursing in the right direction?

Recently municipalities are very occupied with strategic planning, strategic management and so on. This boom is related to a practical need. There is hardly any theoretic guidance until now. This article is based on experiences from practice. These experiences are modelled to what could be a start for a theoretic outline. It gives also an agenda for research.

Dirk J. Wolfson
Markets and monopolies in the delivery of social security

Social security in The Netherlands is part of the problem in the insider-outsider divide, rather than part of the solution. Delivery systems need restructuring from a monopolistic top-down bureaucracy to a contestable, client-oriented, and demand driven approach to matching problems in the labour market. Discrepancies in the supply and demand of cognitive and social skills call for a customized enabling strategy, leaving considerable leeway to caseworkers to find the appropriate solution. This raises concern that clients may be pushed around. The paper develops a split-level model of policy-making and implementation, in which *access* to benefits is controlled by public agents, but implementation of the match in the labour market is made contestable, granting both client and case-worker a voice-option and an exit-option.